

Contents

Acknowledgements	ix
Introduction	xi
About the Website	xii
Chapter One – Schedule and Budget Basics	1
What is Production Management?	1
The Schedule and Budget Relationship	2
Who Manages the Schedule and Budget	4
A Little History	6
Helpful Tools and Software	8
A Manual and Computer Approach	8
Basic Steps and Stages	10
Scheduling	10
Budgeting	12
End of Chapter One Review	14
Chapter Two – Identifying Resources: The Breakdown	15
When Is A Breakdown Created?	18
Relationship of Script and Breakdown	19
Script Format	22
Metric	23
Rigid Guidelines	23
Word Processing Software	24
Set Up Your System: Software, Colors, Numbers	26
Software System	27
Color Systems	28
Number Systems	31
Breakdown Forms	34
The Process of Breaking Down a Script	38
Read Script Completely Through	40
Number Scenes	40
Eighths of a Page	44
Identify Resources	46

Transfer Information to Breakdown Forms	53
End of Chapter Two Review	62
Chapter Three — Organizing Resources: The Schedule	63
Creating a Schedule	64
Your System: Workflow and Consistency	66
The Process: Transfer Breakdown Information into Schedule	71
Let's Go: Manual Version	72
Let's Go: Computer Version	73
Grouping Like Things	78
Sorting by Set	78
Cast	83
The Most Finite Resource	87
Arrange Schedule for Maximum Efficiency	89
One Line Schedule	92
Day Out of Days	94
Factors Impacting the Schedule	96
Film or Digital Format	96
Shooting Ratio and Experience	97
Unions and Guilds	98
Locations	99
Length of Shooting Week / Day	100
Sample Schedules	103
Short Doc. Film	103
Student Short Film	104
Webisode	104
Corporate Video	105
TV Commercial	105
Feature	106
End of Chapter Three Review	108
Chapter Four — Pricing Resources: The Budget	109
Budget Components	110
Construction	111
Presentation	113
Calculation	116
Account Numbers	121

Backing into a Number	125
Price Resources	127
Step 1: Identify and Obtain Prices	127
Step 2: Negotiate	131
Step 3: Lock in Your Deals	132
Factors Impacting the Budget	133
Type of Project	133
Locations and Incentives	135
Union, Guilds, and Wages	137
Project Length and Format	143
Building a Budget	152
Setup	152
Above the Line: Creative and Development Costs	158
Below the Line: Production	169
Below the Line: Post Production	188
Below the Line: Other Expenses	194
Sample Budgets	196
End of Chapter Four Review	203
Chapter Five — Helpful Scheduling and Budgeting Tips	205
Gaining Experience	205
Evolution of the Schedule and Budget	215
The Team	216
Priorities, Prices and Deal Making	217
Changes During Shooting	221
Safety and Insurance	223
Publicity and Marketing	226
Distribution Expenses	228
Hidden Expenses	229
End of Chapter Five Review	233
Chapter Six — Managing Resources	235
Relationship between Script, Schedule and Budget	238
Production Accountant, AD and Line Producer	239
Optimize the Shoot	243
No Unnecessary Movement	243
Consider the Weather	243

Days Off, Turnaround, Meal Times	244
Using a Second Unit	244
Other Factors	245
End of Chapter Six Review	248
Chapter Seven – Special Considerations	249
Narrative Feature Film	254
Strengthening the Relationship with your Team	256
Documentary Film	257
Shorts, Web Video and Webisodes	265
Television	269
Who’s Driving the Bus?	269
The Pilot	273
Educational and Corporate Films	276
Working Without a Script	278
End of Chapter Seven Review	280
Chapter Eight – Additional Topics You Are Bound to Encounter	283
Scheduling	284
Contrast and Compare	284
Lock it UP	286
Stay Practical	286
Questions about Eighths	290
Script Inconsistency and New Versions	290
Honing Your Scheduling Skills	291
Location, Location, Location	292
Budgeting	294
Catering and Craft Service	295
Digital Format	295
Transportation	296
End of Chapter Eight Review	298
Index	299